



Application number or IRN (for FCA/PRA use only)

Senior Managers Regime: Statement of Responsibilities

This form applies to UK dual-regulated *firms* including EEA and third country branches. It does not apply to *appointed representatives* of SMCR *firms*. Terms defined in either or both of the *FCA Handbook* or *PRA Rulebook* are italicised and should be construed accordingly.

This is a statement provided under section 60(2A) of the Financial Services and Markets Act 2000 (Applications for approval), including a statement revised under section 62A (Changes in responsibilities of *senior managers*).

For *candidates* for approval, this form **must** be submitted as an attachment to a Form A application or a Form E application

For significant changes to an existing *statement of responsibilities*, this form **must** be submitted as an attachment to a Form J notification or a Form I application or variation.

FCA Handbook Reference: SUP 10C Annex 10D

PRA Rulebook Reference: Senior Managers Regime - Applications and Notifications¹

1 October 2020

Name of *individual* (to be completed by *firm*)

Name of *firm* (as entered in 2.01)

Financial Conduct Authority 12 Endeavour Square

Stratford London E20 1JN United Kingdom

Telephone +44 (0) 300 500 0597

E-mail firm.queries@fca.org.uk
Website http://www.fca.org.uk

Registered as a Limited Company in England and

Wales No 1920623. Registered Office as above

Prudential Regulation Authority

20 Moorgate London EC2R 6DA United Kingdom

Telephone +44 (0) 203 461 7000

E-mail PRA-

ApprovedPersons@bankofengland.co.uk Website <u>www.bankofengland.co.uk/PRA</u>

Senior Managers Regime: Statement of Responsibilities

Page 1

¹ The relevant section of the *PRA Rulebook* should be referred to depending on which *firm* is applying. For example: CRR firms: Senior Managers Regime - Applications and Notifications; Non – CRR firms: Senior Managers Regime - Applications and Notifications; Solvency II firms: Insurance - Senior Managers Regime – Applications and Notifications; Large Non-Solvency II firms: Insurance - Senior Managers Regime – Applications and Notifications; Non-Solvency II firms: Insurance - Senior Managers Regime – Applications and Notifications

Per	sonal identifications details			Section 1
1.01	Individual Reference Number (IRN)			
1.02	Title (e.g. Mr, Mrs, Ms,)			
1.03	Surname			
1.04	ALL forenames			
1.05	Date of birth (dd/mm/yyyy)			
1.06	National Insurance number			
Firr	n identification details			Section 2
2.01	Name of firm			
2.02	Firm Reference Number (FRN)			
2.03 a	Who should the FCA/PRA contact relation to this statement of respon			
k		Position		
Ó	:	Telephone		
•		E-mail		
	→	I have supplie related to the	ed further information his page in Section 4	YES NO

A statement of responsibilities should be drafted to clearly show the responsibilities that the candidate or senior manager is to perform as part of their senior management function and how they fit in with the firm's overall governance and management arrangements. A statement of responsibilities should also be consistent with the firm's management responsibilities map, if applicable. Small non-directive insurers and insurance special purpose vehicles (ISPVs) are not required to have management responsibilities maps.

A *statement of responsibilities* should be drafted in such a way as to be practical and useable by regulators. The *FCA* and the *PRA* consider that this would be achieved by succinct, clear descriptions of each responsibility which avoid unnecessary detail. *Firms* have the opportunity to provide details of each responsibility allocated to an *individual* using the free text boxes in this form, however, the PRA and FCA would not usually expect the description of each responsibility to exceed 300 words.

A *statement of responsibilities* must be a self-contained document. There should be one statement per *senior manager* per *firm*. Where an *individual* performs a senior management function on behalf of more than one *firm* within a *group*, one *statement of responsibilities* is required for each *firm*. Any supplementary information may be provided in section 4 (or if submitting electronically, in a **single** attachment). A *statement of responsibilities* must not cross refer to other documents, attachments or links.

A statement of responsibilities should include responsibilities held in relation to FCA controlled functions that are included in a PRA controlled function under SUP 10C.9 (Minimising overlap with the PRA senior managers regime).

If the appropriate regulator considers that the *statement of responsibilities* is not sufficiently clear to be practical and usable, it could be challenged as part of a *candidate*'s or *senior manager*'s application for approval, or in ongoing supervision.

Details of the individual's responsibilities should be set out in Sections 3.2 to 3.4, as appropriate:

- Section 3.2 covers *prescribed responsibilities* required by regulators to be allocated to one or more *senior managers*. This section does not apply to incoming EEA branches.
- Section 3.3 covers having overall or local responsibility for each of the business areas, activities, and
 management functions of the firm. This section does not apply to small non-directive insurers, ISPVs or
 incoming EEA branches.
- Section 3.4 covers anything else, not otherwise included, for which a *candidate* or *senior manager* is to be responsible as part of their *FCA* and/or *PRA* senior management function(s). EEA branches should complete this section to set out any matters for which a *candidate* or *senior manager* is to be responsible as part of their FCA senior management function(s).

3.1 Effective date and relevant Senior Management Functions

3.1.1 Please state the effective date of this statement of responsibilities:

Please note that where this is a revised *statement of responsibilities*, i.e. since the granting of the application, there has been a significant change in the aspects of the *firm*'s affairs which the *senior manager* is responsible for managing in performing the function (for example, a change in allocation of responsibilities within the *firm*, or the *senior manager* is applying for a new or additional *senior management function*), then this *statement of responsibilities* supersedes any previous versions.

3.1.2 List all *senior management functions* which the *candidate* or *senior manager* is to perform and the effective date the *candidate* or *senior manager* commenced or will commence the performance of their functions.

The table below sets out the full list of *senior management functions* (SMFs). Please refer to the *PRA Rulebook* and *FCA Handbook* for the mandatory SMFs for your *firm*.

Functio n	Description of a Senior Management Function	UK banks²	UK brancheg of EEA banks and insurers	UK branche s of non- EEA banks	Credit unions	Solvenc y II firms & large NDFs	Small NDFs	ISPVs	Small firms in run off	UK branche s of non- EEA insurers
SMF 1	Chief Executive									
SMF 2	Chief Finance									
SMF 3	Executive Director									
SMF 4	Chief Risk									
SMF 5	Head of Internal Audit									
SMF 6	Head of Key Business Area									
SMF 7	Group Entity Senior Manager									
SMF 8	Credit Union Senior Manager									
SMF 9	Chair of the Governing Body									
SMF10	Chair of the Risk Committee									
SMF11	Chair of the Audit Committee									
SMF12	Chair of the Remuneratio n Committee									
SMF13	Chair of the Nomination Committee									
SMF14	Senior Independent Director									
SMF15	Chair of With Profits Committee									
SMF16	Compliance Oversight									

 $^{^{\}rm 2}$ 'UK Banks' refers to UK banks, building societies and \emph{PRA} designated investment firms

Functio n	Description of a Senior Management Function	UK banks²	UK branche s of EEA banks and insurers	UK branche s of non- EEA banks	Credit unions	Solvenc y II firms & large NDFs	Small NDFs	ISPVs	Small firms in run off	UK branche s of non- EEA insurers
SMF17	Money Laundering Reporting Officer (MLRO)									
SMF18	Other Overall Responsibility									
SMF19	Head of Third Country Branch/ Head of Overseas									
SMF20	Chief Actuary									
SMF20a	With-Profits Actuary									
SMF21	EEA Branch Senior Manager (EBSM)									
SMF22	Other Local Responsibility									
SMF23	Chief Underwriting Officer									
SMF23a	Underwriting Risk Oversight (Lloyd's)									
SMF23b	Conduct Risk Oversight (Lloyd's)									
SMF24	Chief Operations									
SMF25	Small Insurer Senior Management Function									
SMF26	Head of Small Run- Off Firm									
SMF27	Partner									

This statement of responsibilities is considered to automatically include the existing legal and regulatory obligations where they exist for these roles and functions. For example, certain specific responsibilities of a

director are set out in company law. Such responsibilities do not need to be recorded in this statement, but any additional responsibilities should be recorded in the sections below.

3.1.3 Please indicate those FCA functions that are included in a *PRA senior management function* under *SUP* 10C.9 (Minimising overlap with the *PRA* approved persons regime).

SMF	Description	Yes?

3.2 Prescribed Responsibilities

This section deals with those *prescribed responsibilities* to be allocated to one or more *senior managers*. The allocation of responsibilities under a *statement of responsibilities* should not reduce or alter the scope of any applicable *prescribed responsibilities*. EEA branches are not required to assign *prescribed responsibilities* and should leave this section blank.

If the responsibilities that the *candidate* or *senior manager* is to carry out as described in the *statement of responsibilities* go beyond those set out in this section, those additional responsibilities should not reduce or alter the scope of the *prescribed responsibilities* set out in this section.

(FCA SUP 10C.11/PRA: Allocation of Responsibilities)

3.2.1 Please indicate below which of the responsibilities listed are/will be allocated to the *candidate* or *senior manager*, if any, and whether or not they are shared. Different *prescribed responsibilities* apply to different types of *firm* as indicated in the table below.

Note: the form includes references to provisions in the *FCA Handbook* which are also set out in the *PRA Rulebook*, sometimes in slightly different wording. Where this is the case, the underlying provisions should be interpreted as equivalent in substance unless indicated otherwise. Any differences are purely presentational.

If the individual has not been allocated a prescribed responsibility, please go to Section 3.3.

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
Dual	А	Responsibility for the <i>firm's</i> performance of its obligations under the <i>senior managers regime</i>										
Dual	В	Responsibility for the firm's performance of its obligations under the employee certification regime										
FCA	B1	Responsibility for the firm's obligations in relation to individual (a) conduct rules for training; and (b) conduct rules reporting										
Dual	С	Responsibility for compliance with the requirements of the regulatory system about the management										

³ Large CRR *firm* means a CRR *firm* that is not a small CRR *firm* (see SYSC 4.7.5 and the Allocation of Responsibilities Part of the *PRA Rulebook*). This includes UK banks and designated investment firms.

⁴ Small NDFs and Small Run Off firms are treated differently in the PRA Rulebook however for the purposes of this table we have used one column. PRs A and B are FCA only when applied to small run off firms

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		responsibilities map										
FCA	D	Overall rResponsibility for the firm's policies and procedures for countering the risk that the firm might be used to further financial crime										
PRA	E	Responsibility for the allocation of all relevant prescribed responsibilities										
Dual	F	Responsibility for: (a) leading the development of; and (b) monitoring the effective implementation of, policies and procedures for the induction, training and professional development of all members of the firm's governing body										
Dual	G	Responsibility for monitoring the effective implementation of policies and procedures for the induction, training and professional development of all of the firm's senior managers/ key function holders (other than										

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		members of the firm's governing body)										
PRA	Н	Responsibility for overseeing the adoption of the firm's culture in the day-to-day management of the firm										
PRA	I	Responsibility for leading the development of the firm's culture by the governing body as a whole										
Dual	J	Responsibility for: (a) safeguarding the independence of; and (b) oversight of the performance of, the internal audit function										
PRA	J1	If the <i>firm</i> outsources its internal audit function, responsibility for taking reasonable steps to ensure that every person involved in the performance of that function is independent from the persons who perform external audit, including: (a) supervision and										

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		outsourced internal auditors; and (b) management of potential conflicts of interest between the provision of external audit and internal audit services.										
Dual	J2	Responsibility for providing for and oversight of the internal audit function, where this function is outsourced to an external third-party provided by a non-significant firms.					5					
Dual	К	Responsibility for: (a) safeguarding the independence of; (b) oversight of the performance of, the compliance function										
Dual	L	Responsibility for: (a) safeguarding the independence of; and (b) oversight of the performance of,										

⁵-Applies to Large NDFs and not Solvency II firms

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		the risk function										
Dual	М	Responsibility for overseeing the development of, and implementation of the firm's remuneration policies and practices										
Dual	N	Responsibility for the independence, autonomy and effectiveness of the firm's policies and procedures on whistleblowing										
PRA	0	Responsibility for managing the allocation and maintenance of the firm's capital, funding (where applicable) and liquidity										
PRA	Р	Responsibility for the <i>firm</i> 's treasury management functions										
PRA	Q	Responsibility for the production and integrity of the <i>firm</i> 's financial information and its regulatory reporting										
PRA	R	Responsibility for developing and maintaining										

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		the firm's recovery plan, and resolution pack and, where relevant, resolution assessment and for overseeing the internal processes regarding their governance										
PRA	S	Responsibility for managing the firm's internal stress-tests and ensuring the accuracy and timeliness of information provided to the PRA and other regulatory bodies for the purposes of stresstesting										
PRA	Т	Responsibility for the development and maintenance of the firm's business model by the governing body										
PRA	T1	Providing the governing body with an up-to-date business plan and all relevant MI										
PRA	T2	Responsibility for the performance of the firm's Own Risk and Solvency					<u></u> 6					

⁶ Applies to Solvency II firms and not Large NDFs

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		assessment (ORSA)										
PRA	U	Responsibility for the firm's performance of its obligations under Fitness and Propriety (in the PRA Rulebook) in respect of notified non-executive directors and those who perform a key function (where applicable for insurers)										
PRA	V	If the firm carries out proprietary trading, responsibility for the firm's proprietary trading activities										
PRA	W	If the firm does not have a person who performs the Chief Risk function, responsibility for the compliance of the firm's risk management systems, policies and procedures with the requirements of Risk Control 2.1 to 2.4 of the PRA Rulebook.										
PRA	Х	Responsibility for the firm's performance of its obligations under the Outsourcing part of the PRA Rulebook (for CRR and non CRR firms),										

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		Conditions Governing Business 7 (for SII firms and third country branches) or Non-solvency II firms: Governance 5 (for large NDFs)										
PRA	X1	Responsibility for the <i>firm</i> 's performance of its obligations under Internal Governance of Third Country Branches 7.										
PRA	Y	If the <i>firm</i> is a ring-fenced body, responsibility for ensuring that those aspects of the <i>firm</i> 's affairs for which a person is responsible for managing are in compliance with the <i>ring-fencing obligations</i>										
FCA	Z	Overall responsibility for the <i>firm</i> 's compliance with CASS										
Dual/PRA	AA	Responsibility for implementing (where applicable) and management of the firm's risk management policies and procedures										

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
PRA	ВВ	Responsibility for managing the systems and controls of the <i>firm</i>										
PRA	СС	Responsibility for managing the firm's financial resources										
PRA	DD	Responsibility for ensuring the <i>governing body</i> is informed of its legal and regulatory obligations										
Dual	EE	Responsibility for escalating correspondence from the <i>PRA</i> , <i>FCA</i> and other regulators to the appropriate governing or management bodies										
Dual	FF	Responsibility for the <i>firm</i> 's compliance with the <i>UK</i> regulatory system applicable to the firm										
PRA	GG	Responsibility for the oversight of systems and controls, along with risk management policies and procedures, that are proportionate to the nature, scale, and complexity of the risks inherent in the										

FCA/PRA/D ual PR	Ref	Prescribed Responsibility (PR)	Large CRR firms ³	Small CRR firms	Third country CRR firms	Credit unions	Solvency II firms and Large NDFs	Small NDFs & Small run off firms ⁴	Third Country branches of insurers	UK ISPVs	Swiss General Insurers	Is this PR shared between senior managers
		firm's business model.										
PRA	НН	Responsibility for management of the firm's liquidity or, where a liquidity waiver is in place, the submission of information to the PRA on the firm's liquidity position										

3.2.2 If necessary, please provide additional information about each *prescribed responsibility*, including:

- a breakdown of the different components and tasks which the responsibility encompasses; and
- if applicable, details of any sharing arrangements including, if known, the name(s), IRN(s) and/or job title(s) of the *individual*(s) with whom the *candidate* or *senior manager* is or will be sharing this *prescribed responsibility*. The responsibility should be recorded in the same way in the statements of responsibilities for each *individual*.

Additional information must be relevant, succinct and not dilute or undermine the prescribed responsibility.

Ref	Prescribed Responsibility	Further Relevant Details

	I have supplied further information related to this page in Section 4	vec \square	l no [
	related to this page in Section 4	1E3 [_]	, 110 _

3.3 Overall or Local Responsibility

This section deals with having overall or local responsibility for any of the business areas, activities, or management functions of the *firm*. Section 3.3.1 applies to *UK SMCR banking firms*, Solvency II insurers and *large non-directive insurers*. Third country branches should apply the local responsibility requirement and complete Section 3.2.2 instead.

3.3.1 Overall Responsibility

By overall responsibility we mean the ultimate responsibility (under the *governing body*) for managing or supervising that function, and primary and direct responsibility for briefing and reporting to the *governing body* about that function and putting matters for decision about that function to the *governing body* of the *firm*.

If the *individual* has overall responsibility for any or part of the business areas, activities, or management functions of a *firm*, please provide details of each in the table below.

Where responsibilities are shared (for example, a responsibility may be shared as part of a job share or where departing and incoming *senior managers* work together temporarily as part of a handover), please provide details of any sharing arrangements including, if known, the name(s), IRN(s) and/or job title(s) of the individual(s) you are sharing this responsibility with. The responsibility should be recorded in the same way in the *statements of responsibilities* for each *individual*.

If the *individual* does not have overall responsibility for a business area, activity or management function of the *firm*, please go to Section 3.4.

A *firm* may wish to refer to *SYSC* 25 Annex 1G (replicated in Annex A of this form) to help it make sure it has not failed to allocate overall responsibility for a particular activity of the *firm*. Please note that the *FCA* does not require *firms* to organise themselves by the functions in *SYSC* 25 Annex 1G, and that the Annex is not comprehensive. It is important that a *firm* does not fail to allocate overall responsibility for business areas, activities and management functions, in line with *SYSC* 26.

Please provide a title for this overall responsibility	Please provide further details of this overall responsibility.	Is this overall responsibility shared? If 'Yes' please provide the name(s), IRN(s) and/or job title(s) of the <i>individual</i> (s) you are sharing this responsibility with (where known)
		Yes / No

3.3.2 Local Responsibility

Local responsibility is explained in SYSC 26. In summary, by local responsibility we mean:

a) for a person who is allocated local responsibility under SYSC 26, ultimate responsibility (under the governing body of the branch) for managing or supervising that function and primary and direct responsibility for briefing and reporting about that function to the branch's governing body or equivalent and for putting matters for decision about that function to the branch's governing body or equivalent. SYSC 26 states that, in general, the FCA expects that a person to whom overall responsibility for a function is allocated under SYSC26) will be the most senior employee or officer responsible for managing or supervising that function under the management of the branch's governing body;

b) for a person who is allocated local responsibility under SYSC 26, a person who is directly involved in the management of the relevant activity, business area or management function. SYSC 26 states that, the FCA expects that a firm appointing someone to have local responsibility for a function under SYSC 26 will appoint the most senior employee or officer of the firm with responsibility for that activity, business area or management function.

If the *individual* has local responsibility for any or part of the activities, business areas or management functions of a branch, please provide details of each in the table below.

Where responsibilities are shared (for example, a responsibility may be shared as part of a job share or where departing and incoming *senior managers* work together temporarily as part of a handover), please provide details of any sharing arrangements including, if known, the name(s), IRN(s) and/or job title(s) of the *individual*(s) you are sharing this responsibility with. The responsibility should be recorded in the same way in the statements of responsibilities for each *individual*.

If the *individual* does not have local responsibility for an activity, business area or management function of the branch, please skip this section.

A *firm* may wish to refer to *SYSC* 25 Annex 1G (replicated in Annex A of this form) to help it make sure it has not failed to allocate local responsibility for a particular activity of the *firm*. Please note that the *FCA* does not require *firms* to organise themselves by the functions in *SYSC* 25 Annex 1G, and that the Annex is not comprehensive. It is important that a *firm* does not fail to allocate local responsibility for business areas, activities and management functions, in line with *SYSC* 26.

Please provide a title for this local responsibility	Please provide further details of this local responsibility.	Is this local responsibility shared? If 'Yes' please provide the name(s), IRN(s) and/or job title(s) of the <i>individual</i> (s) you are sharing this responsibility with (where known)
		Yes / No

→	I have supplied further information related to this page in Section 4	YES	NO 🗌
----------	---	-----	------

3.	4	Other	Res	pons	ibilities
----	---	-------	-----	------	-----------

3.4.1 Please set out below any additional responsibility, not otherwise recorded in this statement, for which a *candidate* or *senior manager* is to be responsible as part of their *FCA* and/or *PRA senior management function*(s). For example, responsibilities outside the normal course of business such as those linked to high profile projects or initiatives.

EEA branches should use this section to set out below anything for which a candidate or senior manager is to be responsible as part of the FCA senior management function(s) role.

Where responsibilities are shared (for example, a responsibility may be shared as part of a job share or where departing and incoming senior managers work together temporarily as part of a handover), please provide details of any sharing arrangements including, if known, the name(s), IRN(s) and/or job title(s) of the *individual*(s) the *candidate* or *senior manager* will be sharing this responsibility with. The responsibility should be recorded in the same way in the *statements* of responsibilities for each *individual*.

Please provide a title for this other responsibility	Please provide further details of this other responsibility	Is this other responsibility shared? If 'Yes' please provide ,the name(s), IRN(s) and/or job title(s) of the <i>individual</i> (s) you are sharing this responsibility with (where known)				
		Yes / No				
		Yes / No				
		Yes / No				
		Yes / No				
I have supplied further information						

I have supplied further information	YES 🗌	NO [
related to this page in Section 4	YES	NO L

Supplementary Information

Section 4

	1 Is there any other information the <i>individual</i> or the <i>firm</i> considers to be YES NO									
If yes, plea	ase provide detai ne additional infor	s below or on a mation relates.	a separate sh	eet of pap	er and clearly			ection and		ion
	Question	Information								
4.2 How	v many additional	sheets are bei	ng submitted?	•						
ANNEX A	A									
SYSC 25 Annex 1G										

Business areas and management functions	Explanation
(1) Payment services	This means:
	(1) payment services;
	(2) issuing and administering other means of payment (for example, cheques and bankers' drafts);
	(3) issuing electronic money; and
	(4) current accounts.
(2) Settlement	This means clearing and settlement of any transactions described in rows (3) and (6) to (9) of this annex in relation to the assets covered by (9).
	It also includes clearing and settlement of any transactions described in row (10).
(3) Investment management	This has the same meaning as <i>managing investments</i> with the following adjustments:
	(a) it covers all types of assets; and
	(b) the exclusions in the Regulated Activities Order do not apply.
	It also covers fund management.
(4) Financial or investment advice	This includes advising on investments.
(5) Mortgage advice	This has the same meaning as advising on regulated mortgage contracts but is expanded to cover land anywhere in the world and to cover security of any kind over land.
(6) Corporate investments	This means acquiring, holding, managing and disposing a firm's investments made for its own account.
(7) Wholesale sales	This means the selling of any investment to a person other than a retail customer.
	It does not include the activities in (1).
(8) Retail sales	This means the selling of any investment to a retail customer.
	It includes savings accounts. It does not include the activities in (1).
(9) Trading for clients	This means dealing in investments as agent and execution of orders on behalf of clients but the list of products includes money market instruments and foreign exchange.
(10) Market making	This has the same meaning as it does in <i>MIFID</i> (see the definition of market maker in article 4.1(7)).

Business areas and management functions	Explanation
(12) Origination/syndication and underwriting	Origination and syndication include:
	(1) entering into or acquiring (directly or indirectly) any commitment or <i>investment</i> with a view to transferring some or all of it to others, or with a view to others investing in the same transaction;
	(2) sub-participation; and
	(3) any transaction described in the <i>Glossary</i> definition of <i>originator</i> .
	Underwriting includes underwriting that is not on a firm commitment basis.
	A commitment or <i>investment</i> includes an economic interest in some or all of it.
	This activity also includes the provision of services relating to such transactions.
(13) Retail lending decisions	Deciding whether, and on what terms, to lend to <i>retail</i> customers.
	Lending includes granting credit, leasing and hire (including finance leasing).
(14) Wholesale lending decisions	Deciding whether, and on what terms, to lend to <i>persons</i> who are not <i>retail customers</i> .
	Lending includes granting credit, leasing and hire (including finance leasing).
(15) Design and manufacturing of products intended for wholesale customers	Wholesale customers mean <i>persons</i> who are not <i>retail</i> customers
(16) Design and manufacture of products intended for <i>retail</i> customers	
(17) Production and distribution of marketing materials and communications	This includes financial promotions
(18) Customer service	This means dealing with <i>clients</i> after the point of sale, including queries and fulfilment of <i>client</i> requests
(19) Customer complaints handling	This includes the firm's compliance with DISP.
	It also includes:
	(1) any similar procedures relating to activities that do not come under the jurisdiction of the <i>Financial Ombudsman Service</i> ;
	(2) activities that take place outside the <i>UK</i> ; and
	(3) activities that are not subject to any ombudsman service.

Business areas and management functions	Explanation
(20) Collection and recovering amounts owed to a <i>firm</i> by its customers Dealing with customers in arrears	"Customer" means any <i>person</i> falling into any of the definitions of <i>client</i> in the <i>Glossary</i> so far as they apply to the <i>FCA's Handbook</i> . The definition is extended to cover all services provided by the <i>firm</i> and not just those that are provided in the course of carrying on a <i>regulated activity</i> or an <i>ancillary service</i> .
(21) Middle office	This means risk management and controls in relation to, and accounting for, transactions in securities or derivatives
(22) Issuing Commitments	This means the activity described in SYSC 27.7.6R(1)(i) (examples of what the significant management FCA-specified significant harm function can cover)
(23) Processing	This means the activity described in SYSC 27.7.6R(1)(j) (examples of what the significant management FCA-specified significant-harm function can cover).
(24) Human resources	This includes recruitment, training and competence and performance monitoring
(25) Incentive schemes for the firm's staff	This is not limited to schemes based on sales.
(26) Providing information in relation to a specified benchmark	
(27) Administering a specified benchmark	
(29) Administration of insurance	This means the activity described in SYSC 27.7.6R(1)(k) (examples of what the significant management FCA-specified significant harm function can cover).

Note (1): The purpose of this annex is explained in SYSC 25.7 (Guidance about SYSC 25 Annex 1G) and SYSC 26.11.2G

Note (2): A *firm* does not have to use the split of example activities in this annex for the purposes in Note (1). If a *firm* does decide to use it, the *firm* should adapt it to suit the *firm*'s management arrangements better.

For example, a *firm* may find the split of activities into *retail* and wholesale activities unsuitable. If so, the *firm* might:

- (a) treat retail and wholesale activities together; or
- (b) use its own definition of retail and wholesale activities.